Approved For Release 2009/07/16: CIA-RDP86-00964R000200010072-6
UNITED STATES GOVERNMENT

Marson or and do un

25X1

25X1

25X1

25X1

25X1

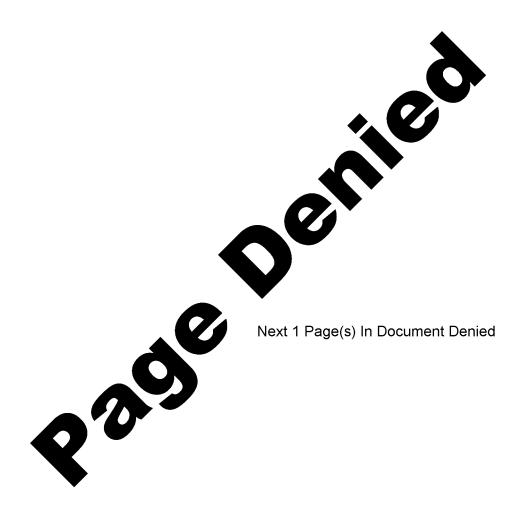
25X1

1 V1 e1	mora	ınav	lm					
ro :	Deputy	Chief,	BSD/OP			DATE:	November 23,	1965
FROM :	Acting	Chief,	Insurance	Branch	/BSD/OP			
subject:	Attache	∍d Men	norandum	re Misp	laced Cashi	ier's Cl	heck	
		1. Att	tached is t	he mem	orandum re	eque ste o	d .	
	dropped the env	rence to thave doing it in the state of the	o send picked up the mail w	this enviith the e	I then can back to elope from envelopes to	th alled yo the Po his bri be ma Post Of n the er	fice, described	
[again b	4. As een tol	is office. of this wr d to enclos Office/IB,	riting the se any o BCB or	e employees envelopes a BSD in the	s of this ddresse large e	s Branch have ed to employees envelopes on ied daily to thes	

Attachment: Memorandum



25 YEAR RE-REVIEW



• Approved For Release 2009/07/16 : CIA-RDP86-00964R000200010072-6

This Notice Expires 1 November 1966

ONNET.	

25X1

25X1

5	November	1965	

FITNESS REPORTING

- 1. I have reviewed the Fitness Reporting system which has been developed in CIA. It is well designed and will do what is intended if thoroughly understood and properly used. Our regulations clearly recognize that the evaluation of performance is a continuing responsibility of supervisors and cannot be left to the preparation of an annual report. They provide that an evaluation shall be recorded once a year but no place is it said that an evaluation shall be made but once a year. Discussions between supervisors and subordinates regarding performance, progress, and training should be held whenever and as frequently as necessary and appropriate. The Fitness Report formalizes the evaluation; nothing said in it should come as a surprise to the employee.
- 2. If we are to maintain the quality which our employees bring to the Agency, meaningful and helpful comments, suggestions, and guidance must flow from supervisor to subordinate throughout the year. This should not be a one-way street; only an open exchange of views can ensure understanding. Good or bad, commendatory or critical, fitness evaluation has as its basic purpose the maintenance and improvement of performance. Employee response to evaluation can be the basis for management action, such as, promotion, reassignment, training, demotion, or termination. It is, therefore, critically important that supervisors be alert to note strengths and weaknesses as they appear and to review them objectively with the employee. No kindness is done the employee nor good done the Agency when a supervisor is superficial in his evaluation of the performance of his subordinates. A supervisor fails equally when he takes refuge in undeserved generosities and obscure or meaningless language in evaluating a weak employee and when he fails to note the strengths and help the employee build upon them.

3∙	Rating	officers	would	do	well	to	reread	the	regulations.

M. Rabon

W. F. RABORN Director

DISTRIBUTION: AB

C-O-N-F-I-D-E-N-T-I-A-L

GROUP 1
Excluded from automatic downgrading and declassification

